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MEMORANDUM FOR: EXECUTIVE

12 August 1949

SUBJECT: Management Survey of OCD - Interim Report

1. We now have at hand enough evidence for an interim report on the Management Survey which is currently being prosecuted in OCD. The time which it is taking me to write this report is justified because (a) you have yourself indicated an intention of surveying the management function as it is now being performed, and (b) I believe that the experiments which we are now trying out in OCD may point the way to improved relations between Management and the operating offices, and to more effective performance of the management function.

2. Entente Cordiale must be established between Management and the offices, branches, staffs, divisions, sections, desks and units which they survey. This is necessarily difficult - perhaps the most difficult part of the whole job - for it is the object of the management surveyor to find fault, criticize, raise objections, and make recommendations. This is understandable, for a surveyor who reported back to his chief that all was lovely and there was no need for change would, inevitably, be charged with incompetence and laziness. It is equally understandable that this approach, even if handled with tact, is bound to cause resentment.

No survey performed under these conditions can produce useful results.

25X1A In Graphics Register we may have found a solution. With your approval I have seen to it that the representative of Management was accompanied at all times while in the Register by my Personnel Officer, [REDACTED] in order that I might have an independent report upon any personality conflicts which might arise between Management and the personnel of the Register. This seems to be working admirably. [REDACTED]

25X1A [REDACTED] is a very forthright, competent, and hard-working person; and by virtue of her duties she is thoroughly familiar with the personnel and problems of the Register. She tells me that there were a few symptoms of the usual conflict on the first day of the survey, but that these were ironed out, and since that time there has been an unusual degree of good-feeling, give-and-take, and productive cooperation between the management surveyor and the personnel of Graphics. I have heard the same story from several of the Register people, and no doubt [REDACTED] will report the same.

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3. Productive results, it seems to me, would be a more useful goal for Management to shoot at in its surveys than the Memoranda and Recommendations which are now the standard pattern. Again it is my hope that, in Graphics Register, we are setting a useful precedent.

CONFIDENTIAL

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Graphics has been instructed that any recommendations developing in the course of the management survey are to be acted upon at once. Each suggested procedural change is to be tried out in practice, and if it works out to the satisfaction of all hands then it is to be retained.

In consequence I think it should be possible, when [REDACTED] finishes his survey, for him to write a "Report of Accomplishments" rather than a "Memorandum of Recommendations". I hope that you will agree with me that he should stay on the Graphics Register job until all his recommendations have been acted upon, tried out, and retained or rejected with his full concurrence. When the job is done there should be, at any rate for the moment, no recommendations outstanding. And we will have at least one Branch of OCD sewed up.

4. I am aware that there is a keen desire on the part of Management to commence further surveys in the Biographic and Industrial Registers. This desire is not motivated by any need to justify requested personnel increases, because we have withdrawn our request for increases. In consequence of the budget decisions, the two Registers will continue to hold the T/O's which were approved by Management for the present ceilings. Hence, though it is important that both Registers be combed over, neither job needs to be undertaken in great haste, and I should like to tackle them one by one after we have finished with Graphics Register, and tackle them in the same way.

I accordingly request that you instruct Management to postpone any surveying of the Biographic and Industrial Registers until the Graphics Register job is completed.

[REDACTED]
JAMES M. ANDREWS
Assistant Director

Office of Collection and Dissemination

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